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PART 1 - GENERAL INFORMATION

1. Introduction

The bid solicitation is divided into seven parts plus attachments and annexes, as follows:

- Part 1 General Information: provides a general description of the requirement;
- Part 2 Bidder Instructions: provides the instructions, clauses and conditions applicable to the bid solicitation;
- Part 3 Bid Preparation Instructions: provides bidders with instructions on how to prepare their bid;
- Part 4 Evaluation Procedures and Basis of Selection: indicates how the evaluation will be conducted, the evaluation criteria that must be addressed in the bid, and the basis of selection;
- Part 5 Certifications: includes the certifications to be provided;
- Part 6 Security Requirements: includes specific requirements that must be addressed by bidders; and
- Part 7 Resulting Contract Clauses: includes the clauses and conditions that will apply to any resulting contract.

The Annexes include the Statement of Work, the Basis of Payment and the Security Requirements Checklist.

2. Summary

- (i) This bid solicitation is being issued to satisfy the requirement for the Treasury Board of Secretariat;
- (ii) It is intended to award one (1) contract for one (1) year plus (2) one-year irrevocable option years allowing Canada to extend the term of the contract.
- (iii) There are security requirements associated with this requirement. For additional information, consult Part 6 - Security, Financial and Other Requirements, and Part 7 - Resulting Contract Clauses. For more information on personnel and organization security screening or security clauses, Bidders should refer to the [Industrial Security Program \(ISP\)](http://ssi-iss.tpsgc-pwgsc.gc.ca/index-eng.html) of Public Works and Government Services Canada (<http://ssi-iss.tpsgc-pwgsc.gc.ca/index-eng.html>) website.
- (iv) The requirement is subject to the provisions of the World Trade Organization Agreement on Government Procurement (WTO-AGP), the North American Free Trade Agreement (NAFTA), the Canada-Chile Free Trade Agreement (CCFTA), the Agreement on Internal Trade (AIT), the Canada-Peru Free Trade Agreement (CPFTA), the Canada-Columbia Free Trade Agreement (CCoIFTA), and the Canada-Panama Free Trade Agreement (CPanFTA).

3. Debriefings

Bidders may request a debriefing on the results of the bid solicitation process. Bidders should make the request to the Contracting Authority within fifteen (15) working days of receipt of the results of the bid solicitation process. The debriefing may be in writing, by telephone or in person.

A de-brief is intended to:

1. Provide the Bidder with feedback on their proposal and the solicitation process;
2. Review the evaluation of the Bidder's proposal and explain where they met or failed to meet the criteria;
3. Identify strengths and weaknesses in the Bidder's proposal to assist them with preparing future proposals.

A de-brief is not an opportunity for the Bidder to debate the evaluation or request a re-evaluation of the proposal.

PART 2 - BIDDER INSTRUCTIONS

1. Standard Instructions, Clauses and Conditions

All instructions, clauses and conditions identified in the bid solicitation by number, date and title are set out in the [Standard Acquisition Clauses and Conditions Manual](https://buyandsell.gc.ca/policy-and-guidelines/standard-acquisition-clauses-and-conditions-manual)(<https://buyandsell.gc.ca/policy-and-guidelines/standard-acquisition-clauses-and-conditions-manual>) issued by Public Works and Government Services Canada.

Bidders who submit a bid agree to be bound by the instructions, clauses and conditions of the bid solicitation and accept the clauses and conditions of the resulting contract.

The 2003 (2017-04-27) Standard Instructions - Goods or Services - Competitive Requirements, are incorporated by reference into and form part of the bid solicitation.

Subsection 5.4 of 2003, Standard Instructions - Goods or Services - Competitive Requirements, is amended as follows:

Delete: sixty (60) days
Insert: ninety (90) calendar days

2. Submission of Bids

- a. Responses are to be sent by email to: Anita Segla

Contracting Authority:
E-mail: Anita.Segla@tbs-sct.gc.ca & zzTBSCONT@tbs-sct.gc.ca
At 3:00 PM (15:00)
On September 18, 2017
Time Zone: Eastern Daylight Saving Time (EDT)

2.1 Submission of Proposal by Email

Bidders must submit their proposal electronically by email. However, all financial information must be presented in a separate attachment from the Technical Response information and each attachment should include the solicitation number. Should Bidders choose to submit an e-mail response to the proposal, the following applies:

For email transmission of an electronic version, the only acceptable email is: Anita.Segla@tbs-sct.gc.ca or zzTBSCONT@tbs-sct.gc.ca . The electronic transmission must be received by bid closing date and time as stipulated on page 1 of the RFP and include the solicitation number. For email transmissions, Canada will not be responsible for any failure or delay attributable to the transmission or receipt of the email including but not limited to:

- receipt of incomplete bid
- file size
- delay in transmission or receipt of the bid
- failure of the Bidder to properly identify the bid
- illegibility of the bid; or
- Security of the bid data.

Please note that .zip files may be rejected by Treasury Board of Canada Secretariat servers.

3. Former Public Servant

- a. approval purposes when the successful bidder is a former public servant in receipt of a pension paid under the [Public Service Superannuation Act](#);
- b. the application of the \$5,000 contract fee limit, including Applicable Taxes, when the successful bidder is a former public servant, including former members of the Canadian Forces and the Royal Canadian Mounted Police, in receipt of a lump sum payment pursuant to a work force adjustment program; and
- c. to advise the successful bidder that the published proactive disclosure reports will include information to indicate if the successful bidder is a former public servant in receipt of a [Public Service Superannuation Act](#) (PSSA) pension.

Providing this information is a condition precedent to contract award as opposed to a mandatory requirement for evaluation purposes.

4. Enquiries - Bid Solicitation

All enquiries must be submitted in writing to the Contracting Authority no later than ten (10) calendar days before the bid closing date. Enquiries received after that time may not be answered.

Bidders should reference as accurately as possible the numbered item of the bid solicitation to which the enquiry relates. Care should be taken by bidders to explain each question in sufficient detail in order to enable Canada to provide an accurate answer. Technical enquiries that are of a proprietary nature must be clearly marked "proprietary" at each relevant item. Items identified as "proprietary" will be treated as such except where Canada determines that the enquiry is not of a proprietary nature. Canada may edit the questions or may request that the Bidder do so, so that the proprietary nature of the question is eliminated, and the enquiry can be answered with copies to all bidders. Enquiries not submitted in a form that can be distributed to all bidders may not be answered by Canada.

5. Applicable Laws

Any resulting contract must be interpreted and governed, and the relations between the parties determined, by the laws in force in Ontario.

Bidders may, at their discretion, substitute the applicable laws of a Canadian province or territory of their choice without affecting the validity of their bid, by deleting the name of the Canadian province or territory specified and inserting the name of the Canadian province or territory of their choice. If no change is made, it acknowledges that the applicable laws specified are acceptable to the bidders.

6. Improvement of Requirement during Solicitation Period

Should bidders consider that the specifications or Statement of Work contained in the bid solicitation could be improved technically or technologically, bidders are invited to make suggestions, in writing, to the Contracting Authority named in the bid solicitation. Bidders must clearly outline the suggested improvement as well as the reason for the suggestion. Suggestions that do not restrict the level of competition nor favor a particular bidder will be given consideration provided they are submitted to the Contracting Authority at least fifteen (15) days before the bid closing date. Canada will have the right to accept or reject any or all suggestions.

PART 3 - BID PREPARATION INSTRUCTIONS

1. Bid Preparation Instructions

*** Canada requests that bidders provide their technical, financial and certification bids in separate sections as follows:

Section I: Technical Bid:

1 soft copy via email to: Anita.Segla@tbs-sct.gc.ca & zzTBSCONT@tbs-sct.gc.ca

Section II: Financial Bid:

1 soft copy via email to: Anita.Segla@tbs-sct.gc.ca & zzTBSCONT@tbs-sct.gc.ca

Section III: Certification:

1 soft copy via email to: Anita.Segla@tbs-sct.gc.ca & zzTBSCONT@tbs-sct.gc.ca

The electronic transmission must be received by bid closing date and time as stipulated on page 6 of the RFP and include the solicitation number. Canada will not be responsible for any failure or delay attributable to the transmission or receipt of the email including but not limited to:

- receipt of incomplete bid;
- file size;
- delay in transmission or receipt of the bid;
- failure of the Bidder to properly identify the bid;
- illegibility of the bid; or
- security of the bid data.

Please note that .zip files may be rejected by Treasury Board of Canada Secretariat servers.

Section I: Technical Bid

In their technical bid, bidders should demonstrate their understanding of the requirements contained in the bid solicitation and explain how they will meet these requirements. Bidders should demonstrate their capability and describe their approach in a thorough, concise and clear manner for carrying out the work.

The technical bid should address clearly and in sufficient depth the points that are subject to the evaluation criteria against which the bid will be evaluated. Simply repeating the statement contained in the bid solicitation is not sufficient. In order to facilitate the evaluation of the bid, Canada requests that bidders address and present topics in the order of the evaluation criteria under the same headings. To avoid duplication, bidders may refer to different sections of their bids by identifying the specific paragraph and page number where the subject topic has already been addressed.

Section II: Financial Bid

1.1 Bidders must submit their financial bid in accordance with Attachment 1 to Part 3. The total amount of Applicable Taxes must be shown separately. Any deviation from the format may render the Bidder's proposal non-responsive.

1.2 Exchange Rate Fluctuation

The requirement does not provide for exchange rate fluctuation protection. Any request for exchange rate fluctuation protection will not be considered and will render the bid non-responsive.

Section III: Certifications

Bidders must sign and submit the certifications required under Part 5.

**ATTACHMENT 1 TO PART 3
PRICING SCHEDULE**

The Bidder must complete this pricing schedule and include it in its financial bid.

The prices specified below, when quoted by the Bidder, include any of the following expenses that may need to be incurred to satisfy the terms of any contract that may result from its bid:

- a) all travel and living expenses for work performed within the National Capital Region (NCR). The NCR is defined in the National Capital Act, R.S.C. 1985, c. N-4, S.2. The National Capital Act is available on the Justice Website: <http://laws-lois.justice.gc.ca/eng/acts/N-4/>;
- b) any travel expenses for travel between the Contractor’s place of business and the NCR; and
- c) any travel and living expenses for the relocation of resources to satisfy the terms of any resulting contract. These expenses cannot be charged directly and separately from the professional fees to any contract that may result from the bid solicitation.

The inclusion of volumetric data in this document does not represent a commitment by Canada that Canada’s future usage of the services described in the bid solicitation will be consistent with this data.

	RESOURCE CATEGORY	FIRM ALL-INCLUSIVE PER DIEM RATE* (in Cdn \$)	ESTIMATED LEVEL OF EFFORT (number of days – total value of contract for fiscal year) (For Evaluation Purposes Only)	TOTAL PRICE (in Cdn \$)
		A	B	C = A x B
Initial Contract Period				
1	Consultant - Organizational Design and Classification	\$	107	\$
			Sub-total (Bid Price for Base Contract Period)	
			Applicable Taxes	
			Total	
Option Period 1				
1	Consultant - Organizational Design and Classification Consultant, Senior Level	\$	80	\$
			Sub-total (Bid Price for Base Contract Period)	\$
			Applicable Taxes	\$

			Total	\$
Option Period 2				
1	Organizational Design and Classification Consultant, Senior Level	\$	55	\$
Sub-total (Bid Price for Base Contract Period)				\$
Applicable Taxes				\$
Total				\$

* *Per Diem* rates are firm and all-inclusive of overhead, profit and expenses such as travel and time to the NCR facilities.

PART 4 - EVALUATION PROCEDURES AND BASIS OF SELECTION

Definitions

For the purposes of evaluating all mandatory and point-rated evaluation criteria, the following definitions shall apply:

Public sector includes federal (including Crown Corporations), provincial, municipal, regional governments or international government departments within a union or non-union environment.

A **project** is a set of activities required to produce certain defined outputs, or to accomplish specific goals or objectives, within a defined schedule and resource budget. A project exists only for the duration of time required to complete its stated objectives.

An **occupational group** is a series of jobs or occupations related by the nature of the functions performed.

Department is defined as a specialized functional area within an organization, such as human resources, information technology or accounting.

Strategic Human Resources Management is the function within an organization that deals with issues related to its workforce specific to recruitment and selection (staffing), compensation, classification, organization design, labour relations, training, and career management.

Change management and change leadership strategies are strategies and plans that relate to championing change, awareness, communications, engagement, development, training, capacity-building, and reinforcement of the change. This may include, but is not limited to tools, presentations, briefings, social media, etc.

Conceptual modelling involves the analysis of various types of information (e.g. job descriptions, compensation structures, etc.) in order to design a framework or prototype of the occupational group(s) and associated job evaluation plans(s) or tool(s).

Level analysis involves analysis of the relevant work and pinpointing the differentiating factors, degrees and/or elements that grow the work from level to level.

Element weighting involves differentiating among, and within, the factors, degrees and/or elements, to determine the appropriate percentage each should carry in order to appropriately distinguish work from level to level.

4.0 Financial Evaluation

The price of the bid will be evaluated in Canadian dollars, Applicable Taxes excluded, FOB destination, Canadian customs duties and excise taxes included.

4.1 Basis of Selection

4.1.1 Basis of Selection - Highest Combined Rating of Technical Merit 70% and Price 30%

4.1.2 To be declared responsive, a bid must:

- a. comply with all the requirements of the bid solicitation;
- b. meet all mandatory criteria; and
- c. meet the minimum score required on the Point Rated Technical Criteria;

- 4.1.3 Bids not meeting (a), (b) or (c) will be declared non-responsive.
- 4.1.4 The selection will be based on the highest responsive combined rating of technical merit and price. The ratio will be 70% for the technical merit and 30% for the price.
- 4.1.5 To establish the technical merit score, the overall technical score for each responsive bid will be determined as follows: total number of points obtained / maximum number of points available multiplied by the ratio of 70%.
- 4.1.6 To establish the pricing score, each responsive bid will be prorated against the lowest evaluated price and the ratio of 30%.
- 4.1.7 For each responsive bid, the technical merit score and the pricing score will be added to determine its combined rating.
- 4.1.8 Neither the responsive bid obtaining the highest technical score nor the one with the lowest evaluated price will necessarily be accepted. The responsive bid with the highest combined rating of technical merit and price will be recommended for award of a contract.
- 4.1.9 The table below illustrates an example where the selection of the contractor is determined by a 70/30 ratio of the technical merit and price, respectively.

Basis of Selection - Highest Combined Rating of Technical Merit (70%) and Price (30%)			
Bidder	Bidder 1	Bidder 2	Bidder 3
Overall Technical Score (OS_i)	88	82	92
Bid Evaluated Price (P_i)	C\$60,000	C\$55,000	C\$50,000 LP = Lowest Price
Calculations	Technical Merit Points (TMS_i = OS_i x 70)	Price Points (PS_i = LP / P_i x 30)	Total Score (CR_i) (CR_i = PS_i + TMS_i)
Bidder 1	88 / 100 x 70 = 61.6	50,000*/60,000 x 30 = 25.00	86.60
Bidder 2	82 / 100 x 70 = 57.4	50,000*/55,000 x 30 = 27.27	84.67
Bidder 3	92 / 100 x 70 = 64.4	50,000*/50,000 x 30 = 30.00	94.40

ATTACHMENT 1 TO PART 4
TECHNICAL EVALUATION CRITERIA

Definitions

For the purposes of evaluating all mandatory and point-rated evaluation criteria, the following definitions shall apply:

Public sector includes federal (including Crown Corporations), provincial, municipal, regional governments or international government departments within a union or non-union environment.

A **project** is a set of activities required to produce certain defined outputs, or to accomplish specific goals or objectives, within a defined schedule and resource budget. A project exists only for the duration of time required to complete its stated objectives.

Large organization is defined as an organization, department, or agency with a minimum of 5,000 full-time/permanent employees.

An **occupational group** is a series of jobs or occupations related by the nature of the functions performed.

Department is defined as a specialized functional area within an organization, such as human resources, information technology or accounting.

Strategic Human Resources Management is the function within an organization that deals with issues related to its workforce specific to recruitment and selection (staffing), compensation, classification, organization design, labour relations, training, and career management.

Change management and change leadership strategies are strategies and plans that relate to championing change, awareness, communications, engagement, development, training, capacity-building, and reinforcement of the change. This may include, but is not limited to tools, presentations, briefings, social media, etc.

Conceptual modelling involves the analysis of various types of information (e.g. job descriptions, compensation structures, etc.) in order to design a framework or prototype of the occupational group(s) and associated job evaluation plans(s) or tool(s).

Level analysis involves analysis of the relevant work and pinpointing the differentiating factors, degrees and/or elements that grow the work from level to level.

Element weighting involves differentiating among, and within, the factors, degrees and/or elements, to determine the appropriate percentage each should carry in order to appropriately distinguish work from level to level.

Item	Mandatory Criteria	Met / Not Met	Demonstrated Experience and Cross Reference to Proposal (Insert page number, section)
Resource Name:			
CONSULTANT			
M1	<p>The Bidder must demonstrate that the proposed resource has a minimum of thirty-six (36) months of demonstrated experience within the one hundred and twenty (120) months at the time of bid closing, working for large organizations on projects, within the public sector and/or private sector where the Consultant, proposed resource provided strategic and technical advice and analysis on:</p> <ul style="list-style-type: none"> i) the design of job evaluation plans or job evaluation tools for each of two (2) occupational groups. These job evaluation tools may also include: notes to raters, benchmark job descriptions or any other job aid; <p>AND</p> <ul style="list-style-type: none"> ii) the operational and business impacts on strategic human resources management as a result of implementing the new job evaluation plans or job evaluation tools. 		
M2	<p>The Bidder must demonstrate that the proposed resource has a minimum of thirty-six (36) months of demonstrated experience within the one hundred and eighty (180) months, at the time of bid closing, working on projects related to strategic human resources management within a unionized environment consisting of one or more bargaining agents or employee representatives.</p>		

1.0 3.0 POINT--RATED TECHNICAL CRITERIA

CONSULTANT: A maximum of 230 points are available. Bids receiving 138 or fewer points will not receive any further consideration.

For indicated rated requirements, all claimed experience must have been achieved in the last eighty-four (84) months of one hundred and twenty (120) months from the date of bid closing.

To demonstrate compliance with all the Point--Rated Technical Criteria listed below, the Bidder should complete and submit the grid below that clearly demonstrates the proposed resources' experience.

For each of the two proposed resources, references may be used to validate the experience of that resource.

The Project or Experience Summaries should include at a minimum:		
Item	Submission Requirements	Bidder Response
a)	The client organization or department for whom the work was performed, how it fits the definition of large public sector and/or private sector organization, including the number of full-time/permanent employees.	
b)	Project or work time frame in date & total months (e.g.: Jan 2006 to Dec 2006 – 12 months).	
c)	Project or work description; (including the objective and scope – if this level of detail may be shared).	
e)	Role and tasks of the proposed resource.	

For each point-rated criterion, the Bidder must submit the name of at least one client reference along with the phone number and/or email of the client reference.

The Crown reserves the right to validate all information provided.

Point-Rated Criteria: Organizational Design and Classification Consultant For all rated requirements, all claimed experience must have been achieved in the last eighty-four (84) months of one hundred and twenty (120) months from the date of bid closing.			
Resource Name:			
Description	Maximum Point Allocation	Score	Demonstrated Experience Reference to Résumé: Page # & Project #
<p>R1. The Bidder should demonstrate the Consultant, proposed resource's experience working on projects for large organizations with multiple occupational groups within the public sector and/or private sector where, the Consultant, proposed resource was responsible for:</p> <p>a) developing job evaluation plans or job evaluation tools that included: i) conceptual modeling; and ii) element weighting; and iii) level analysis;</p> <p>AND/OR,</p> <p>b) developing compensation structural designs that considered: i) compensation policy / framework; and ii) internal and external relativities.</p>	<p>Up to two (2) projects will be evaluated.</p> <p>Demonstrated experience per project:</p> <p>1. a) Developed job evaluation plans or job evaluation tools for each of 3 to 4 occupational groups, that included: i) conceptual modeling, ii) element weighting, and iii) level analysis (5 point) AND/OR b) Developed compensation structural designs for each of 3 to 4 occupational groups that considered: ii) compensation policy / framework and ii) internal and external relativities (5 point)</p> <p>2. a) Developed job evaluation plans or job evaluation tools for each of 5 to 6 occupational groups that included: i) conceptual modeling, ii) element weighting, and iii) level analysis (10 points) AND/OR b) Developed compensation structural designs for each of 5 to 6 occupational groups that considered: ii) compensation policy / framework and ii) internal and external relativities (10 points)</p> <p>3. a) Developed job evaluation plans or job evaluation tools for each of 7 to 8 occupational groups that included: i) conceptual modeling, ii) element weighting, and iii) level analysis (15 points) AND/OR b) Developed compensation structural designs for each of 7 to 8 occupational groups that considered: i) compensation policy / framework and ii) internal and external relativities (15 points)</p> <p>4. a) Developed job evaluation plans or job evaluation tools for each of 9 to 10 occupational groups that included: i) conceptual modeling, ii) element weighting, and iii) level analysis (20 points) AND/OR b) Developed compensation structural designs for each of 9 to 10 occupational groups that considered: i) compensation policy / framework and ii) internal and external relativities (20 points)</p> <p>Possible maximum: 80 points (up to 2 projects) -- Consultant</p>		

Point-Rated Criteria: Organizational Design and Classification Consultant
For all rated requirements, all claimed experience must have been achieved in the last eighty-four (84) months of one hundred and twenty (120) months from the date of bid closing.

Resource Name:			
Description	Maximum Point Allocation	Score	Demonstrated Experience Reference to Résumé: Page # & Project #
<p>R2. The Bidder should demonstrate the Consultant, proposed resource's experience working on projects for large organizations within the public sector and/or private sector where the Consultant, proposed resource:</p> <p>1. analyzed the organization's design structure for the workforce; AND/OR</p> <p>2. assessed the impact on operational and business needs of the organization; AND/OR</p> <p>3. conducted risk management assessments with respect to the new job evaluation plans' or job evaluation tools' impact on the existing compensation policy and strategy, and the organization design; AND/OR</p> <p>4. developed a business case for organizational design proposal based upon the findings (i.e. R2..1,R2.2,and R2.3 above).</p>	<p>Up to two (2) projects will be evaluated. Demonstrated experience per project:</p> <p>1. Analyzed the organization's design structure for the workforce (5 points) AND/OR</p> <p>2. Assessed the impact on operational and business needs of the organization (5 points) AND/OR</p> <p>3. Conducted risk management assessments with respect to the new job evaluation plans' or job evaluation tools' impact on the existing compensation policy and strategy, and the organization design (5 points) AND/OR</p> <p>4. Developed a business case based upon the findings (i.e. R2.1,R2.2,and R2.3 above) (5 points)</p> <p>Possible maximum: 40 points (up to 2 projects) – Consultant</p>		

Point-Rated Criteria: Organizational Design and Classification Consultant For all rated requirements, all claimed experience must have been achieved in the last eighty-four (84) months of one hundred and twenty (120) months from the date of bid closing.			
Resource Name:			
Description	Maximum Point Allocation	Score	Demonstrated Experience Reference to Résumé: Page # & Project #
<p>R3. The Bidder should demonstrate the Consultant, proposed resource's experience working on projects for large organizations from the public sector and/or private sector where the Consultant, proposed resource was responsible for developing change management and /or change leadership strategies that take into account:</p> <ol style="list-style-type: none"> 1. impacts on labour relations / bargaining agent / employee representative issues; <p>AND/OR</p> <ol style="list-style-type: none"> 2. consequences of the implementation of new job evaluation plans or job evaluation tools; <p>AND/OR</p> <ol style="list-style-type: none"> 3. impacts on employees with respect to compensation and occupational group related changes 	<p>Up to two (2) projects will be evaluated. Demonstrated experience per project</p> <p>Developed change management and/or change leadership strategies regarding:</p> <ol style="list-style-type: none"> 1. labour relations / bargaining agent / employee representative issues (10 points); <p>AND/OR</p> <ol style="list-style-type: none"> 2. implementation of new job evaluation plans or job evaluation tools (10 points); <p>AND/OR</p> <ol style="list-style-type: none"> 3. the impact of compensation-related and occupational group related changes on employees (10 points) <p>Possible maximum: 60 points (up to 2 projects) – Consultant</p>		
<p>R4. The Bidder should demonstrate the Consultant, proposed resource's experience working on projects for large organizations within the public sector and/or private sector where the Consultant, proposed resource provided advice, and/or conducted gender neutrality analysis with respect to the design and implementation of new job evaluation plans or job evaluation tools.</p>	<p>Up to two (2) projects will be evaluated. Demonstrated experience per project</p> <p>Provided advice on gender neutrality analysis with respect to the design and implementation of new job evaluation plans or job evaluation tools (5 points)</p> <p>Conducted gender neutrality analysis with respect to the design and implementation of new job evaluation plans or job evaluation tools (5 points)</p> <p>Possible maximum: 20 points (up to 2 projects) – Consultant</p>		

Point-Rated Criteria: Organizational Design and Classification Consultant			
Resource Name:			
Description	Maximum Point Allocation	Score	Demonstrated Experience Reference to Résumé: Page # & Project #
R5. The Bidder should demonstrate the Consultant, proposed resource possesses a Bachelor degree.	Bachelor degree (10 points) Possible maximum: 10 points – Consultant		
R6. The Bidder should demonstrate the Consultant, proposed resource possesses a Change Management degree, certification, or designation.	Change Management degree, certification, or designation (10 points) Possible maximum: 10 points – Consultant		
R7. The Bidder should demonstrate the Consultant, proposed resource possesses a certification or designation in Classification or Job Evaluation.	Certification or designation in Classification or Job Evaluation. (10 points) Possible maximum: 10 points – Consultant		
Point-Rated Total	Consultant - maximum points:		
Minimum Score / Pass-Mark (60%)	140/200		
Bidder Score (60% of Point-Rated Total)	/200		
CONSULTANT			

PART 5 - CERTIFICATIONS

Bidders must provide the required certifications and additional information to be awarded a contract.

The certifications provided by bidders to Canada are subject to verification by Canada at all times. Canada will declare a bid non-responsive, or will declare a contractor in default if any certification made by the Bidder is found to be untrue, whether made knowingly or unknowingly, during the bid evaluation period or during the contract period.

The Contracting Authority will have the right to ask for additional information to verify the Bidder's certifications. Failure to comply and to cooperate with any request or requirement imposed by the Contracting Authority will render the bid non-responsive or constitute a default under the Contract.

1.0 Certifications Required with the Bid

Where the Certification is required with the Bid at Bid Closing, then Bidders must submit, at bid closing, the duly completed certification as part of their bid.

2.0 Certifications Precedent to Contract Award

The certifications and additional information listed below should be submitted with the bid but may be submitted afterwards. If any of these required certifications or additional information is not completed and submitted as requested, the Contracting Authority will inform the Bidder of a time frame within which to provide the information. Failure to provide the certifications or the additional information listed below within the time frame specified will render the bid non-responsive.

3.0 Integrity Provisions - List of Names

Bidders, who are incorporated, including those bidding as a joint venture, must provide a complete list of names of all individuals who are currently directors of the Bidder.

Bidders bidding as sole proprietorship, as well as those bidding as a joint venture, must provide the name of the owner(s).

Bidders bidding as societies, firms or partnerships do not need to provide lists of names.

4.0 Federal Contractors Program for Employment Equity - Bid Certification

By submitting a bid, the Bidder certifies that the Bidder, and any of the Bidder's members if the Bidder is a Joint Venture, is not named on the Federal Contractors Program (FCP) for employment equity "FCP Limited Eligibility to Bid" list available at the bottom of the page of the [Employment and Social Development Canada \(ESDC\) - Labour's](http://www.esdc.gc.ca/en/jobs/workplace/human_rights/employment_equity/federal_contractor_program.page?&_ga=1.229006812.1158694905.1413548969#afed) website (http://www.esdc.gc.ca/en/jobs/workplace/human_rights/employment_equity/federal_contractor_program.page?&_ga=1.229006812.1158694905.1413548969#afed).

Canada will have the right to declare a bid non-responsive if the Bidder, or any member of the Bidder if the Bidder is a Joint Venture, appears on the "FCP Limited Eligibility to Bid" list at the time of contract award.

Canada will also have the right to terminate the Contract for default if a Contractor, or any member of the Contractor if the Contractor is a Joint Venture, appears on the "FCP Limited Eligibility to Bid" list during the period of the Contract.

The Bidder must provide the Contracting Authority with a completed Federal Contractors Program for Employment Equity certification before contract award. If the Bidder is a Joint Venture, the Bidder must provide the Contracting Authority before contract award with a completed Federal Contractors Program for Employment Equity certification for each member of the Joint Venture. Attachment 1 to Part 5, Additional Certifications Precedent to Contract Award, includes a copy of the certification.

5.0 Attachment 1 to Part 5, Additional Certifications Precedent to Contract Award

Refer to Attachment 1 to Part 5, Additional Certifications Precedent to Contract Award.

ATTACHMENT 1 TO PART 5, ADDITIONAL CERTIFICATIONS PRECEDENT TO CONTRACT AWARD

1. Professional Services Resources

- a) By submitting a bid, the Bidder certifies that, should it be awarded a contract as a result of the bid solicitation, every individual proposed in its bid will be available to perform the Work as required by Canada's representatives and at the time specified in the bid solicitation or agreed to with Canada's representatives.
- b) By submitting a bid, the Bidder certifies that all the information provided in the résumés and supporting material submitted with its bid, particularly the information pertaining to education, achievements, experience and work history, has been verified by the Bidder to be true and accurate. Furthermore, the Bidder warrants that every individual proposed by the Bidder for the requirement is capable of performing the Work described in the resulting contract.
- c) If the Bidder is unable to provide the services of an individual named in its bid due to the death, sickness, extended leave (including parental leave or disability leave), retirement, resignation or dismissal for cause of that individual, within five business days of Canada's knowledge of the unavailability of the individual the Bidder may propose a substitute to the Contracting Authority, providing:
 - i. the reason for the substitution with substantiating documentation acceptable to the Contracting Authority;
 - ii. the name, qualifications and experience of a proposed replacement immediately available for work; and
 - iii. proof that the proposed replacement has the required security clearance granted by Canada, if applicable.
- d) No more than one substitute will be considered for any given individual proposed in the bid. In response to the Bidder's proposed substitution, the Contracting Authority may elect in its sole discretion either to:
 - i. set aside the bid and give it no further consideration; or
 - ii. evaluate the replacement in accordance with the requirements of the bid solicitation in the place of the original resource as if that replacement had originally been proposed in the bid, with any necessary adjustments being made to the evaluation results, including the rank of the bid vis-à-vis other bids.
- e) If no substitute is proposed the Contracting Authority will set aside the bid and give it no further consideration.
- f) If the Bidder has proposed any individual who is not an employee of the Bidder, by submitting a bid, the Bidder certifies that it has the permission from that individual to propose his/her services in relation to the Work to be performed and to submit his/her résumé to Canada. The Bidder must, upon request from the Contracting Authority, provide a written confirmation, signed by the individual, of the permission given to the Bidder and of his/her availability. Failure to comply with the request may result in the bid being declared non-responsive.

2. Certification of Language – English Essential

By submitting a bid, the Bidder certifies that, should it be awarded a contract as a result of the bid solicitation, every individual proposed in its bid will be fluent in English. The individual(s) proposed must be able to communicate orally and in writing in English without any assistance and with minimal errors.

3. Education and Experience

The Bidder certifies that all the information provided in the résumés and supporting material submitted with its bid, particularly the information pertaining to education, achievements, experience and work history, has been verified by the Bidder to be true and accurate. Furthermore, the Bidder warrants that every individual proposed by the Bidder for the requirement is capable of performing the Work described in the resulting contract.

4. Former Public Servant

Contracts with former public servants (FPS) in receipt of a pension or of a lump sum payment must bear the closest public scrutiny, and reflect fairness in the spending of public funds. In order to comply with Treasury Board policies and directives on contracts with FPS, bidders must provide the information required below.

5. Definitions

For the purposes of this clause, "*former public servant*" is any former member of a department as defined in the Financial Administration Act, R.S., 1985, c. F-11, a former member of the Canadian Armed Forces or a former member of the Royal Canadian Mounted Police. A former public servant may be:

- a) an individual;
- b) an individual who has incorporated;
- c) a partnership made of former public servants; or
- d) a sole proprietorship or entity where the affected individual has a controlling or major interest in the entity.

"*lump sum payment period*" means the period measured in weeks of salary, for which payment has been made to facilitate the transition to retirement or to other employment as a result of the implementation of various programs to reduce the size of the Public Service. The lump sum payment period does not include the period of severance pay, which is measured in a like manner.

"*pension*" means, a pension or annual allowance paid under the Public Service Superannuation Act (PSSA), R.S., 1985, c.P-36, and any increases paid pursuant to the Supplementary Retirement Benefits Act, R.S., 1985, c.S-24 as it affects the PSSA. It does not include pensions payable pursuant to the Canadian Forces Superannuation Act, R.S., 1985, c.C-17, the Defence Services Pension Continuation Act, 1970, c.D-3, the Royal Canadian Mounted Police Pension Continuation Act, 1970, c.R-10, and the Royal Canadian Mounted Police Superannuation Act, R.S., 1985, c.R-11, the Members of Parliament Retiring Allowances Act, R.S., 1985, c.M-5, and that portion of pension payable to the Canada Pension Plan Act, R.S., 1985, c.C-8.

6. Former Public Servant in Receipt of a Pension

As per the above definitions, is the Bidder a FPS in receipt of a pension? **Yes () No ()**

If so, the Bidder must provide the following information, for all FPS in receipt of a pension, as applicable:

1. name of former public servant;

- 2. date of termination of employment or retirement from the Public Service.

By providing this information, Bidders agree that the successful Bidder’s status, with respect to being a former public servant in receipt of a pension, will be reported on departmental websites as part of the published proactive disclosure reports in accordance with Contracting Policy Notice: 2012-2 and the Guidelines on the Proactive Disclosure of Contracts.

7. Work Force Reduction Program

Is the Bidder a FPS who received a lump sum payment pursuant to the terms of a work force reduction program? **Yes () No ()**

If so, the Bidder must provide the following information:

- a) name of former public servant;
- b) conditions of the lump sum payment incentive;
- c) date of termination of employment;
- d) amount of lump sum payment;
- e) rate of pay on which lump sum payment is based;
- f) period of lump sum payment including start date, end date and number of weeks;
- g) number and amount (professional fees) of other contracts subject to the restrictions of a work force reduction program.

For all contracts awarded during the lump sum payment period, the total amount of fees that may be paid to a FPS who received a lump sum payment is \$5,000, including Applicable Taxes.

By providing information on its status, with respect to being a former public servant in receipt of a Public Service Superannuation Act (PSSA) pension, the Contractor has agreed that this information will be reported on departmental websites as part of the published proactive disclosure reports, in accordance with Contracting Policy Notice: 2012-2 of the Treasury Board Secretariat of Canada.

Name of Supplier’s Authorized Signatory

Signature of Supplier’s Authorized Signatory

Date

PART 6 - SECURITY, FINANCIAL AND OTHER REQUIREMENTS

1. Security Requirement

1.1. Before award of a contract, the following conditions must be met:

- a) the Bidder must hold a valid organization security clearance as indicated in Part 7 - Resulting Contract Clauses;
- b) the Bidder's proposed individuals requiring access to classified or protected information, assets or sensitive work site(s) must meet the security requirement as indicated in Part 7 - Resulting Contract Clauses;
- c) the Bidder must provide the name of all individuals who will require access to classified or protected information, assets or sensitive work sites;
- d) the Bidder's proposed location of work performance or document safeguarding must meet the security requirement as indicated in Part 7 - Resulting Contract Clauses;

2. Bidders are reminded to obtain the required security clearance promptly. Any delay in the award of a contract to allow the successful bidder to obtain the required clearance will be at the entire discretion of the Contracting Authority.

2.1. For additional information on security requirements, bidders should refer to the [Industrial Security Program \(ISP\)](http://ssi-iss.tpsgc-pwgsc.gc.ca/index-eng.html) of Public Works and Government Services Canada (<http://ssi-iss.tpsgc-pwgsc.gc.ca/index-eng.html>) website.

2.2. Before award of a contract the bidder must hold the security clearance for the resources they are proposing. If the supplier does not hold the resources' clearance, they should submit a request to the Canadian Industrial Security Division (CISD) at Public Works and Government Services Canada to obtain the security clearance or to duplicate the resources' security clearance.

PART 7 - RESULTING CONTRACT CLAUSES

The following clauses and conditions apply to and form part of any contract resulting from the bid solicitation.

1.1 Statement of Work

The Contractor must perform the Work in accordance with the Statement of Work at Annex "A".

1.2 Task Authorization ("TA")

1.2.1 Work described at Annex A, Statement of Work, will be performed under the Contract on an "as and when requested basis".

1.2.2 With respect to the Work mentioned under paragraph 1.1 of this clause,

1.2.2a) an obligation will come into force only when the Contractor receives a Task Authorization (TA), inclusive of any revisions, authorized and issued in accordance with this clause, and only to the extent designated in the authorized TA;

1.2.2b) the TA Authority and limit will be determined in accordance with paragraph 1.3 of this clause;

1.2.2c) the Contractor must not commence work until a TA, inclusive of any revisions, has been authorized and issued in accordance with the Contract. The Contractor acknowledges that work performed before a TA, inclusive of any revisions, has been authorized and issued in accordance with the Contract will be done at the Contractor's own risk and expense;

1.2.2d) the task description, inclusive of any revisions, included in an authorized TA must fall within the scope of the Statement of Work, in Annex A; and

1.2.2e) the TA, inclusive of any revisions, will be authorized under the Contract through the use of Annex D, Task Authorization Form. An authorized TA is a completed Annex D signed by all signing authorities.

1.3 TA Authority and Limit

1.3.1 The Technical Authority (also referred to herein as the Project Authority) may authorize individual TAs inclusive of any revisions up to a limit of \$0.00, GST or HST extra.

1.3.2 The authority specified under paragraph 1.3.1 of this clause is granted subject to the sum specified in the Contract under clause 7.2, Limitation of Expenditure - Cumulative Total of all authorized TAs not being exceeded.

1.3.3 TA Process

1.3.3.1 For each task or revision of a previously authorized task, the Contracting Authority will provide the Contractor with a request to perform a task prepared using Annex D, Task Authorization Form, containing as a minimum:

1. the task or revised task description of the Work required, including:
 - a) the details of the activities or revised activities to be performed;
 - b) a description of the deliverables or revised deliverables to be submitted; and

- c) a schedule or revised schedule indicating completion dates for the major activities or submission dates for the deliverables, or both, as applicable;
- 2. the Contract security requirements applicable to the task or revised task;
- 3. the Contract basis (bases) of payment applicable to the task or revised task; and
- 4. the Contract method(s) of payment applicable to the task or revised task

1.3.3.2 Within five (5) calendar days of its receipt of the request, the Contractor must provide the Contracting Authority with a signed and dated response prepared and submitted using the TA form received from the Contracting Authority, containing as a minimum:

- 1. the total estimated cost proposed for performing the task or, as applicable, revised task;
- 2. a breakdown of that cost in accordance with Annex B.

1.3.4 TA Authorization

1.3.4.1 The TA Authority will authorize the TA based on:

- 1. the request submitted to the Contractor pursuant to paragraph 1.3.3 above;
- 2. the Contractor's response received, submitted pursuant to paragraph 1.3.3.2 above; and
- 3. the agreed total estimated cost and level of effort for performing the task or, as applicable, revised task.

1.3.4.2 The TA Authority will authorize the TA, provided each resource proposed by the Contractor for the performance of the Work required meets all the requirements specified.

1.3.4.3 The authorized TA will be issued to the Contractor by email (as an email attachment in PDF format).

2.0 Minimum Work Guarantee

(a) In this clause, "**Minimum Contract Value**" means 5% of the amount identified as the Total Estimated Cost on page 1 of the Contract when it is first awarded. The Contractor must perform the Work described in the Contract as and when requested by Canada during the Contract Period. Canada's obligation under the Contract is to request Work in the amount of the Minimum Contract Value or, at Canada's option, to pay the Contractor at the end of the Contract in accordance with paragraph (c). In consideration of this obligation, the Contractor agrees to stand in readiness throughout the Contract Period to perform the Work described in the Contract.

- (b) If Canada does not request work in the amount of the Minimum Contract Value during the Contract Period, Canada must pay the Contractor the difference between the Minimum Contract Value and the cost of the Work performed.
- (c) Canada will have no obligation to the Contractor under this clause if Canada terminates the Contract in whole or in part for default.

3.0 Standard Clauses and Conditions

All clauses and conditions identified in the Contract by number, date and title are set out in the [Standard Acquisition Clauses and Conditions Manual](https://buyandsell.gc.ca/policy-and-guidelines/standard-acquisition-clauses-and-conditions-manual)(<https://buyandsell.gc.ca/policy-and-guidelines/standard-acquisition-clauses-and-conditions-manual>) issued by Public Works and Government Services Canada.

4.0 General Conditions

2035 (2016-04-04), General Conditions - Higher Complexity - Services, apply to and form part of the Contract.

5.0 Security Requirement

The following security requirement applies and form part of the Contract.

6.0 Term of Contract

6.1 Period of the Contract

The period of the Contract is from date of Contract award to March 31, 2018.

7.0 Authorities

7.1 Contracting Authority

The Contracting Authority for the Contract is:

To be provided at contract award.

***During the solicitation period, please contact Neil Charbonneau at Neil.Charbonneau@tbs-sct.gc.ca*

The Contracting Authority is responsible for the management of the Contract and any changes to the Contract must be authorized in writing by the Contracting Authority. The Contractor must not perform work in excess of or outside the scope of the Contract based on verbal or written requests or instructions from anybody other than the Contracting Authority.

7.2 Project Authority

To be provided at contract award.

The Project Authority for the Contract is:

Name: _____

Title: _____

Organization: _____

Address: _____

Telephone: ____-____-_____

E-mail address: _____

The Project Authority is the representative of the department or agency for whom the Work is being carried out under the Contract and is responsible for all matters concerning the technical content of the Work under the Contract. Technical matters may be discussed with the Project Authority; however, the Project Authority has no authority to authorize changes to the scope of the Work. Changes to the scope of the Work can only be made through a contract amendment issued by the Contracting Authority.

7.3 Contractor's Representative

To be provided at contract award.

8.0 Proactive Disclosure of Contracts with Former Public Servants

By providing information on its status, with respect to being a former public servant in receipt of a [Public Service Superannuation Act](#) (PSSA) pension, the Contractor has agreed that this information will be reported on departmental websites as part of the published proactive disclosure reports, in accordance with [Contracting Policy Notice: 2012-2](#) of the Treasury Board Secretariat of Canada.

9.0 Payment

9.1 Basis of Payment

In consideration of the Contractor satisfactorily completing its obligations under the Contract, the Contractor will be paid firm prices, as specified in Annex B for a cost of \$_____ (*insert the amount at contract award*). Customs duties are included and Applicable Taxes are extra.

Canada will not pay the Contractor for any design changes, modifications or interpretations of the Work unless they have been approved, in writing, by the Contracting Authority before their incorporation into the Work.

9.2 Limitation of Price

SACC Manual clause C6000C (2011-05-16) Limitation of Price applies to and forms part of the Contract.

9.3 Methods of Payment

9.3.1 Milestone Payments

Canada will make milestone payments in accordance with the Schedule of Milestones detailed in the Contract and the payment provisions of the Contract if:

- a. an accurate and complete claim for payment and any other document required by the Contract have been submitted in accordance with the invoicing instructions provided in the Contract;
- b. all required certificates have been signed by the respective authorized representatives;
- c. all work associated with the milestone and as applicable any deliverable required has been completed and accepted by Canada.

9.3.1.1 Schedule of Milestones

The schedule of milestones for which payments will be made is in accordance with Annex B, Basis of Payment.

9.4 Time Verification

Time charged and the accuracy of the Contractor's time recording system are subject to verification by Canada, before or after payment is made to the Contractor. If verification is done after payment, the Contractor must repay any overpayment, at Canada's request.

10.0 Invoicing Instructions

1. The Contractor must submit invoices in accordance with the section entitled "Invoice Submission" of the general conditions. Invoices cannot be submitted until all work identified in the invoice is completed.
2. The Contractor must provide an electronic copy of each invoice via email to the following addresses:

To be inserted at Contract Award

11.0 Compliance with Certifications

Compliance with the certifications and related documentation provided by the Contractor in its bid is a condition of the Contract and subject to verification by Canada during the term of the Contract. If the Contractor does not comply with any certification, provide the related documentation or if it is determined that any certification made by the Contractor in its bid is untrue, whether made knowingly or unknowingly, Canada has the right, pursuant to the default provision of the Contract, to terminate the Contract for default.

12.0 Applicable Laws

The Contract must be interpreted and governed, and the relations between the parties determined, by the laws in force in Ontario.

13.0 Priority of Documents

If there is a discrepancy between the wording of any documents that appear on the list, the wording of the document that first appears on the list has priority over the wording of any document that subsequently appears on the list.

- (a) the Articles of Agreement;
- (b) the general conditions 2035 (2016-04-04), General Conditions - Higher Complexity – Services;
- (c) Annex A, Statement of Work;
- (d) Annex B, Basis of Payment;
- (e) Annex C, Security Requirements Check List;
- (f) the Contractor's bid dated _____, (*insert date of bid*)

14.0 Foreign Nationals (Canadian Contractor)

SACC *Manual* clause A2000C (2006-06-16) Foreign Nationals (Canadian Contractor) applies to and forms part of the Contract.

OR

15.0 Foreign Nationals (Foreign Contractor)

SACC *Manual* clause A2001C (2006-06-16) Foreign Nationals (Foreign Contractor) applies to and forms part of the Contract.

16.0 Insurance

The Contractor is responsible for deciding if insurance coverage is necessary to fulfill its obligation under the Contract and to ensure compliance with any applicable law. Any insurance

acquired or maintained by the Contractor is at its own expense and for its own benefit and protection. It does not release the Contractor from or reduce its liability under the Contract.

17.0 Conflict of Interest- Other Work

The Contractor, during and after the period of performance of the Contract agrees that:

- a) it must not bid on any other work stream of this project for the Work performed under its Contract, to be let as a result of a solicitation where any work performed by the Contractor under this Contract creates a real or apparent conflict of interest or unfair advantage over other potential suppliers for any resulting contract(s), and must not participate as a subcontractor or consultant in the preparation of any other Bidder's bid for such a resulting contract;
- b) if its work under the subject Contract involved access to information that would for any reason create a real or apparent conflict of interest or unfair advantage over other potential suppliers for any resulting contract(s), on any other work stream for the Work performed under its Contract, the Contractor must not bid for any of that resulting contract(s) or participate as a subcontractor or consultant in the preparation of any other Bidder's Bid for any resulting contract; and
- c) it must not act as an advisor or provide any third party with privileged information obtained in the performance of its work, for any real estate transaction related to the Work performed under its Contract.

Canada will disqualify any bid from the Contractor (or any entity that either controls or is controlled by the Contractor or, together with the Contractor, is under the common control of a third party, as well as such third party) for contracts as described in this clause, in respect to which Canada determines, at its sole discretion, that the bidder's involvement in this Contract, whether direct or indirect, has resulted in a real or apparent conflict of interest or unfair advantage over other suppliers for the work subject to the solicitation.

ANNEX “A”

STATEMENT OF WORK (SOW)

1.0 TITLE

Strategic and Technical Support to Classification Renewal in the Core Public Administration (CPA)*

*Core Public Administration: The departments named in Schedules I and IV of the *Financial Administration Act*.

2.0 OBJECTIVE

Treasury Board of Canada Secretariat (TBS) requires the services of a Contractor to provide strategic advice and technical analysis to the Office of the Chief Human Resources Officer (OCHRO) in support of classification renewal in the CPA, including the design and implementation of new job evaluation plans and job evaluation tools for identified occupational groups.

3.0 BACKGROUND

The classification system and program supports the overall human resources management system in the federal public service. The classification system is the infrastructure for the effective management and ranking of positions within large organizations such as the CPA. It provides a framework for determining the relative value of work through the creation and application of job evaluation plans that rank work in a hierarchy (entry to expert) and operates in tandem with qualification standards that define the minimum requirements needed to perform the work. In addition, it provides a structure within which managers can organize and assign duties to employees, which are documented in job descriptions.

As well, in large organizations such as the CPA, different types of work are grouped into occupational groups that are related in broad terms by the nature of the functions performed; this is generally referred to as an occupational group structure (OGS). The OGS lays the ground work for many vital human resources programs, such as staffing, career-planning, learning and performance management. Largely designed more than 50 years ago, the OGS has not been comprehensively revised since that time. It is timely to renew the classification program and modernize the classification infrastructure, including the OGS, job evaluation plans and job evaluation tools

Classification renewal involves a number of activities including: revisiting the existing classification policy suite; revising the existing classification accreditation program; maintaining an evergreen oversight program; updating job evaluation plans, tools and qualification standards; introducing modern and effective IT solutions and self-service systems; as well as revising existing occupational groups and the OGS to reflect current priorities and requirements.

Therefore, renewal -- and in particular, creating new job evaluation plans and job evaluation tools -- requires a number of specialized skills ranging from the strategic to the technical. The TBS will require independent specialized expertise and advice regarding all issues pertaining to creating new job evaluation plans and job evaluation tools. This includes consideration of the impact of these changes on business needs and human resources strategies, as well as: the occupational group structure; organization design; job evaluation plan and job evaluation tool design; compensation; collective bargaining; implementation and conversion options.

4.0 SCOPE OF WORK

On an 'as and when requested basis', through the issuance of Task Authorizations (TAs), the Contractor will provide strategic advice and technical analysis services for the planning, analysis, application and implementation components of work related to classification renewal in the CPA.

5.0 PERSONNEL REQUIREMENTS

The following resources may be required:

Resource Category	Estimated Quantity
Organizational Design and Classification Consultant, Consultant (English)	1

6.0 TASKS

Specific tasks, activities, deliverables, and project time lines or milestones will be determined by the Project Authority at the time of each TA issuance. Each TA will identify the specific tasks to be performed.

The Contractor could be involved in a variety of tasks, primarily focused on the design (planning), development (analysis), application and implementation of new job evaluation plans and job evaluation tools, including but not limited to the following tasks:

6.1 Program Component - Strategic Planning Advice on Classification Renewal

For this component of work, the Contractor may be required to provide comprehensive advice on the design and management of Classification Renewal initiatives, such as:

- a) advice on any specific strategic issues that need to be resolved within or related to Classification Renewal and its constituent components or projects;
- b) advice on the alignment of Classification Renewal with broader human resources strategies including the impact on compensation, staffing, learning;
- c) participation in feasibility studies to develop and analyze the business case for potential new job evaluation plans;
- d) project management support and development of policy frameworks, evaluation criteria, supporting documentation and discussion papers on various issues being impacted through Classification Renewal across occupational groups;
- e) participation at meetings and working group sessions to provide expert strategic advice to TBS officials, federal government departments and other stakeholders on occupational group structures, job evaluation design, organization design, conversion / implementation options and impact on operational needs of departments; and
- f) development of recommendations, project plans, reports, executive summaries, and presentations.

6.2 Revision Component (revise existing job evaluation plans and/or tools)

This component of work could include revision of existing job evaluation plans and/or job evaluation tools.

- a) Design or adapt job evaluation plans and/ or tools and supporting documents, assess linkages to compensation management, organization design and talent management.

- b) Provide technical expertise and simulation of weighting and levelling analysis for the development of job evaluation plans, tools and compensation structures.
- c) Develop a quality assurance framework for assessing job evaluation plans and their impact on operational business structures.
- d) Advise on implementation strategies including alignment with public service human resources management policies, principles and objectives; and demographic analysis and projections related to Classification Renewal.
- e) Establish work plans for the design, development, testing and implementation of new job evaluation plans, and tools -- identifying and defining the major blocks of work and deliverables.
- f) Develop recommendations, reports, briefings and presentations, discussion papers, policy frameworks and executive summaries.

6.3 Analysis Component

The Analysis Component may encompass conceptual modelling to design new job evaluation plans or job evaluation tools for select occupational groups.

During this component, the Contractor may be tasked with conducting a comprehensive design diagnosis of the ability of the job evaluation plans or job evaluation tools to effectively capture and measure the value of work within an organization design framework for each selected occupational group, including but not limited to:

- a) analyzing how each factor, degree and element works independently to fairly and appropriately capture the value differences required;
- b) reviewing the concept and the overall workability of the job evaluation plans or job evaluation tools to examine the effectiveness of the interplay among the elements in generating a fair and composite view of the value hierarchy;
- c) conducting gender-based analysis;
- d) establishing a detailed methodology for designing and developing the job evaluation plans or job evaluation tools;
- e) assessing the implications on quantitative modeling scenarios; and
- f) developing recommendations, reports, briefings and presentations, discussion papers, policy frameworks and executive summaries.

6.4 Application Component

The Application Component involves the organization design diagnostics and relativity analysis on select departments to assess the practical organization impact issues and the workability of the tailored job evaluation plans or job evaluation tools. This may include:

- a) developing the organization's data management process;
- b) developing management consultation tools;
- c) conducting consultation sessions with representatives of select departments to understand the departmental delivery structure;
- d) compiling findings, summary analysis and documentation;
- e) conducting detailed analysis and documentation of the options to improve the effectiveness, interpretation and application of the job evaluation plans or job evaluation tools;
- f) testing and validating the weighting and progression implications required to support the proposed options and alternatives;
- g) identifying trends and patterns, and developing options based on analysis of relativity studies and work descriptions; and
- h) finalizing all documentation: briefings, presentations, reports, discussion papers, policy frameworks, executive summaries.

6.5 Implementation Component

The Implementation Component requires the development and execution of a change management approach or strategy, as well as accompanying plans, templates, tools and/or guides that will facilitate acceptance and adoption by stakeholders of the modifications to occupational groups, job evaluation plans and job evaluation tools.

- a) Develop a practical implementation process to be applied to all affected departments, supplemented with tools and guidelines.
- b) Develop reference guides for the different types of jobs within a group and supplemental application guidelines for certain elements.
- c) Develop change management and integrated communication strategies and tools for TBS and departments.
- d) Provide technical expertise to identify training needs, develop training products and deliver training sessions.
- e) Develop recommendations, project plans, reports, discussion papers, policy frameworks, executive summaries, training, lessons learned and presentations.

6.6 All components of work

The Contractor may be expected to provide project management support throughout each of the components of work. The work will involve a variety of tasks but primarily the analysis, design, development, testing and implementation of the new job evaluation plans and job evaluation tools for each of the occupational groups requiring new job evaluation plans and job evaluation tools.

Throughout the different components of the assignment the Contractor will:

- provide regular progress reports and briefings to the Project Authority;
- coach and advise TBS staff on new approaches to job evaluation plan and/or job evaluation tools design; and transfer skills and expertise as part of the knowledge transfer to further capacity building of the project team members (TBS staff).

7.0 DELIVERABLES

Each TA will identify the specific deliverables and timelines for the Contractor.

The Contractor may be requested by the project authority to deliver independent strategic expert advice and technical analysis to produce the items below (and, where necessary, development of the product itself).

- Job evaluation plans and job evaluation tools
 - application guidelines; compensable factors, job evaluation modeling and plan design
 - methodologies (e.g. statistical sampling, point values, costing, risk assessment)
 - analysis including weights and level modeling
- Project management
 - briefings
 - project plans
 - reports
 - presentations
- c) Change management
 - communications, awareness, engagement, training, capacity-building and resistance-management strategies, plans and interventions

7.1 Format of Deliverables

Each TA will specify the format of the deliverables.

The Contractor may be required to submit the deliverables to the Project Authority in the following formats:

- in English using MS Office; and
- in hard or soft copy or both.

The acceptance of all deliverables will be subject to the approval of the Project Authority. Approval of each deliverable will be given once comments provided by the Project Authority have been incorporated into the deliverables.

8.0 GOVERNMENT FURNISHED EQUIPMENT AND INFORMATION

The TBS Project Authority is responsible for all matters concerning the work under this requirement. TBS will:

- provide project management coordination for the contract;
- provide background material and subject matter experts, as required;
- review of documentation and identification of next steps; and
- provide documents electronically, via e-mail, wherever possible.

Note: A phone is not provided. It is not the responsibility of the Treasury Board of Canada Secretariat to provide portable communication devices to consultants.

9.0 LANGUAGE OF WORK

The work will be conducted in one or both of the official languages, English and French. The deliverables may be provided in English or French. TBS will be responsible for the translation of the final products produced by the consultant, as required.

10.0 TRAVEL REQUIREMENTS

Travel is not expected in the conduct of the work.

11.0 LOCATION OF WORK

Generally, the Contractor will be required to work at its own premises – only in cases where the documents have a security classification of Unclassified. However as some of the work requires close interaction with Canadian Government representatives the Contractor may be required, on occasion, to work with government representatives at Canadian Government premises. And in particular, when working with documents classified as Secret or Protected B, then the Contractor will do so on Canadian Government premises including Treasury Board Secretariat premises using Canadian Government equipment (including Treasury Board Secretariat equipment).

ANNEX “B”

BASIS OF PAYMENT

A- Contract Period (From Date of Contract Award to March 31, 2018 inclusive with two (2) one-year options to extend)

During the period of the Contract, the Contractor will be paid as specified below, for Work performed in accordance with the Contract.

1.0 Professional Fees

The Contractor will be paid an all-inclusive Firm Per Diem rate as follows:

Period	All-inclusive fixed Per-Diem Rate (in Cdn \$)	Estimated Level of Effort (in days)	Total
	A	B	C = A x B
Contract Period: Date of award to March 31, 2018			
Senior Consultant	\$	107 days	\$
Sub-total			\$
Option Period: From April 1, 2018 to March 31, 2019			
Senior Consultant	\$	80 days	\$
Option Period: From April 1, 2019 to March 31, 2020			
Senior Consultant	\$	55 days	\$
			\$
Applicable Taxes			\$
Total			

1.1 Definition of a Day/Proration:

A day is defined as 7.5 hours exclusive of meal breaks. Payment will be for days actually worked with no provision for annual leave, statutory holidays and sick leave. Time worked which is more or less than a day will be prorated to reflect actual time worked in accordance with the following formula:

$$\frac{\text{Hours worked} \times \text{applicable firm per diem rate}}{7.5 \text{ hours}}$$

- (i) All proposed personnel must be available to work outside normal office hours during the duration of the Contract.
- (ii) No overtime charges will be authorized under the Contract. All time worked will be compensated according to paragraph above.

The supplier must invoice in $\frac{1}{4}$, $\frac{1}{2}$, $\frac{3}{4}$ or whole day increments. For example 1.00, 1.25, 1.50 or 1.75 days.

2.0 Total Estimated Cost of Professional Services to a Limitation of Expenditure not to exceed: \$520,000.00 plus applicable taxes.

3.0 There is no travel cost associated with this requirement.

ANNEX "C"

SECURITY REQUIREMENTS CHECK LIST

SRCL / LVERS #19



Contract Number / Numéro du contrat 24062-17-158
Security Classification / Classification de sécurité UNCLASSIFIED


SECURITY REQUIREMENTS CHECK LIST (SRCL)
LISTE DE VÉRIFICATION DES EXIGENCES RELATIVES À LA SÉCURITÉ (LVERS)

1. Originating Government Department or Organization / Ministère ou organisme gouvernemental d'origine		Treasury Board Secretariat - GCHRO		2. Branch or Directorate / Direction générale ou Direction Compensation and Labour Relations	
3. a) Subcontract Number / Numéro du contrat de sous-traitance			3. b) Name and Address of Subcontractor / Nom et adresse du sous-traitant		
4. Brief Description of Work / Brève description du travail					
The provision of strategic advice, technical analysis and design services re: development of job evaluation standards related to the Occupational Group Structure Review and the Public Service Classification Modernization Initiative.					
5. a) Will the supplier require access to Controlled Goods? Le fournisseur aura-t-il accès à des marchandises contrôlées? <input checked="" type="checkbox"/> No <input type="checkbox"/> Yes					
5. b) Will the supplier require access to unclassified military technical data subject to the provisions of the Technical Data Control Regulations? Le fournisseur aura-t-il accès à des données techniques militaires non classifiées qui sont assujetties aux dispositions du Règlement sur le contrôle des données techniques? <input checked="" type="checkbox"/> No <input type="checkbox"/> Yes					
6. Indicate the type of access required / Indiquer le type d'accès requis					
6. a) Will the supplier and its employees require access to PROTECTED and/or CLASSIFIED information or assets? La fournisseur ainsi que les employés auront-ils accès à des renseignements ou à des biens PROTÉGÉS et/ou CLASSIFIÉS? <input type="checkbox"/> No <input checked="" type="checkbox"/> Yes					
(Specify the level of access using the chart in Question 7. c) (Préciser le niveau d'accès en utilisant le tableau qui se trouve à la question 7. c)					
6. b) Will the supplier and its employees (e.g. cleaners, maintenance personnel) require access to restricted access areas? No access to PROTECTED and/or CLASSIFIED information or assets is permitted. Le fournisseur et ses employés (p. ex. nettoyeurs, personnel d'entretien) auront-ils accès à des zones d'accès restreintes? L'accès à des renseignements ou à des biens PROTÉGÉS et/ou CLASSIFIÉS n'est pas autorisé. <input checked="" type="checkbox"/> No <input type="checkbox"/> Yes					
6. c) Is this a commercial courier or delivery requirement with no overnight storage? S'agit-il d'un contrat de messagerie ou de livraison commerciale sans entreposage de nuit? <input checked="" type="checkbox"/> No <input type="checkbox"/> Yes					
7. a) Indicate the type of information that the supplier will be required to access / Indiquer le type d'information auquel le fournisseur devra avoir accès					
Canada <input checked="" type="checkbox"/>		NATO / OTAN <input type="checkbox"/>		Foreign / Étranger <input type="checkbox"/>	
7. b) Release restrictions / Restrictions relatives à la diffusion					
No release restrictions / Aucune restriction relative à la diffusion <input checked="" type="checkbox"/>		All NATO countries / Tous les pays de l'OTAN <input type="checkbox"/>		No release restrictions / Aucune restriction relative à la diffusion <input type="checkbox"/>	
Not releasable / À ne pas diffuser <input type="checkbox"/>		Restricted to: / Limité à: <input type="checkbox"/>		Restricted to: / Limité à: <input type="checkbox"/>	
Specify country(ies): / Préciser le(s) pays:		Specify country(ies): / Préciser le(s) pays:		Specify country(ies): / Préciser le(s) pays:	
7. c) Level of Information / Niveau d'information					
PROTECTED A / PROTÉGÉ A <input checked="" type="checkbox"/>	NATO UNCLASSIFIED / NATO NON CLASSIFIÉ <input type="checkbox"/>	PROTECTED A / PROTÉGÉ A <input type="checkbox"/>			
PROTECTED B / PROTÉGÉ B <input checked="" type="checkbox"/>	NATO RESTRICTED / NATO DIFFUSION RESTREINTE <input type="checkbox"/>	PROTECTED B / PROTÉGÉ B <input type="checkbox"/>			
PROTECTED C / PROTÉGÉ C <input checked="" type="checkbox"/>	NATO CONFIDENTIAL / NATO CONFIDENTIEL <input type="checkbox"/>	PROTECTED C / PROTÉGÉ C <input type="checkbox"/>			
CONFIDENTIAL / CONFIDENTIEL <input checked="" type="checkbox"/>	NATO SECRET / NATO SECRET <input type="checkbox"/>	CONFIDENTIAL / CONFIDENTIEL <input type="checkbox"/>			
SECRET <input checked="" type="checkbox"/>	COSMIC TOP SECRET / COSMIC TRÈS SECRET <input type="checkbox"/>	SECRET <input type="checkbox"/>			
TOP SECRET <input type="checkbox"/>		TOP SECRET <input type="checkbox"/>			
TRÈS SECRET <input type="checkbox"/>		TRÈS SECRET <input type="checkbox"/>			
TOP SECRET (SIGINT) <input type="checkbox"/>		TOP SECRET (SIGINT) <input type="checkbox"/>			
TRÈS SECRET (SIGINT) <input type="checkbox"/>		TRÈS SECRET (SIGINT) <input type="checkbox"/>			

TBS/SCT 360-109(2004/12)

Security Classification / Classification de sécurité UNCLASSIFIED
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 Government of Canada / Gouvernement du Canada	Contract Number / Numéro du contrat
	Security Classification / Classification de sécurité UNCLASSIFIED

PART A - (continued) / PARTIE A - (suite)

8. Will the supplier require access to PROTECTED and/or CLASSIFIED COMSEC information or assets?
Le fournisseur aura-t-il accès à des renseignements ou à des biens COMSEC désignés PROTÉGÉS et/ou CLASSIFIÉS? No / Non Yes / Oui

If Yes, indicate the level of sensitivity:
Dans l'affirmative, indiquer le niveau de sensibilité:

9. Will the supplier require access to extremely sensitive INFOSEC information or assets?
Le fournisseur aura-t-il accès à des renseignements ou à des biens INFOSEC de nature extrêmement délicate? No / Non Yes / Oui

Short Title(s) of material / Titre(s) abrégé(s) du matériel:
Document Number / Numéro du document:

PART B - PERSONNEL (SUPPLIER) / PARTIE B - PERSONNEL (FOURNISSEUR)

10. a) Personnel security screening level required / Niveau de contrôle de la sécurité du personnel requis

<input checked="" type="checkbox"/> RELIABILITY STATUS COTE DE FIABILITÉ	<input checked="" type="checkbox"/> CONFIDENTIAL CONFIDENTIEL	<input checked="" type="checkbox"/> SECRET SECRET	<input type="checkbox"/> TOP SECRET TRÈS SECRET
<input type="checkbox"/> TOP SECRET - SIGINT TRÈS SECRET - SIGINT	<input type="checkbox"/> NATO CONFIDENTIAL NATO CONFIDENTIEL	<input type="checkbox"/> NATO SECRET NATO SECRET	<input type="checkbox"/> COSMIC TOP SECRET COSMIC TRÈS SECRET
<input type="checkbox"/> SITE ACCESS ACCÈS AUX EMBLEMES	Special comments: Commentaires spéciaux: _____		

NOTE: If multiple levels of screening are identified, a Security Classification Guide must be provided.
REMARQUE: Si plusieurs niveaux de contrôle de sécurité sont requis, un guide de classification de la sécurité doit être fourni.

10. b) May unscreened personnel be used for portions of the work?
Du personnel sans autorisation sécuritaire peut-il se voir confier des parties du travail? No / Non Yes / Oui

If Yes, will unscreened personnel be escorted?
Dans l'affirmative, le personnel en question sera-t-il escorté? No / Non Yes / Oui

PART C - SAFEGUARDS (SUPPLIER) / PARTIE C - MESURES DE PROTECTION (FOURNISSEUR)

INFORMATION / ASSETS / RENSEIGNEMENTS / BIENS

11. a) Will the supplier be required to receive and store PROTECTED and/or CLASSIFIED information or assets on its site or premises?
Le fournisseur sera-t-il tenu de recevoir et d'entreposer sur place des renseignements ou des biens PROTÉGÉS et/ou CLASSIFIÉS? No / Non Yes / Oui

11. b) Will the supplier be required to safeguard COMSEC information or assets?
Le fournisseur sera-t-il tenu de protéger des renseignements ou des biens COMSEC? No / Non Yes / Oui

PRODUCTION

11. c) Will the production (manufacture, and/or repair and/or modification) of PROTECTED and/or CLASSIFIED material or equipment occur at the supplier's site or premises?
Les installations du fournisseur serviront-elles à la production (fabrication et/ou réparation et/ou modification) de matériel PROTÉGÉ et/ou CLASSIFIÉ? No / Non Yes / Oui

INFORMATION TECHNOLOGY (IT) MEDIA / SUPPORT RELATIF À LA TECHNOLOGIE DE L'INFORMATION (TI)

11. d) Will the supplier be required to use its IT systems to electronically process, produce or store PROTECTED and/or CLASSIFIED information or data?
Le fournisseur sera-t-il tenu d'utiliser ses propres systèmes informatiques pour traiter, produire ou stocker électroniquement des renseignements ou des données PROTÉGÉS et/ou CLASSIFIÉS? No / Non Yes / Oui

11. e) Will there be an electronic link between the supplier's IT systems and the government department or agency?
Disposera-t-on d'un lien électronique entre le système informatique du fournisseur et celui du ministère ou de l'agence gouvernementale? No / Non Yes / Oui

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Security Classification / Classification de sécurité UNCLASSIFIED
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Contract Number / Numéro du contrat
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NOTE: (LIRE EN FRANÇAIS EN CAS D'UN BILINGUE)
 For users completing the form manually use the summary chart below to indicate the category(ies) and level(s) of safeguarding required at the supplier's site(s) or premises.
 Les utilisateurs qui remplissent le formulaire manuellement doivent utiliser le tableau récapitulatif ci-dessous pour indiquer, pour chaque catégorie, les niveaux de sauvegarde requis aux installations du fournisseur.
 For users completing the form online (via the Internet), the summary chart is automatically populated by your responses to previous questions.
 Dans le cas des utilisateurs qui remplissent le formulaire en ligne (par Internet), les réponses aux questions précédentes sont automatiquement insérées dans le tableau récapitulatif.

SUMMARY CHART / TABLEAU RÉCAPITULATIF

Category / Catégorie	PROTECTED / PROTÉGÉE			CLASSIFIED / CLASSIFIÉE			NATO				COMSEC					
	A	B	C	CONFIDENTIAL / CONFIDENTIEL	SECRET	TOP SECRET / TRÈS SECRET	NATO CONFIDENTIAL / CONFIDENTIEL	NATO CONFIDENTIAL / CONFIDENTIEL	NATO SECRET / SECRET	COMSEC TOP SECRET / TRÈS SECRET	PLURICOLS / PROTÉGÉE			CONFIDENTIAL / CONFIDENTIEL	SECRET	TOP SECRET / TRÈS SECRET
											A	B	C			
Information / Assets / renseignements / Biens / Production																
IT Media / Branch TI / Média / Services																
IT Link / Lien Réseau																

12. a) Is the description of the work contained within this SRCL PROTECTED and/or CLASSIFIED?
 La description du travail visé par la présente LVERS est-elle de nature PROTÉGÉE et/ou CLASSIFIÉE?
 No / Non Yes / Oui
 If Yes, classify this form by annotating the top and bottom in the area entitled "Security Classification".
 Dans l'affirmative, classifiez le présent formulaire en indiquant le niveau de sécurité dans la case intitulée « Classification de sécurité » au haut et au bas du formulaire.
12. b) Will the documentation attached to this SRCL be PROTECTED and/or CLASSIFIED?
 La documentation associée à la présente LVERS sera-t-elle PROTÉGÉE et/ou CLASSIFIÉE?
 No / Non Yes / Oui
 If Yes, classify this form by annotating the top and bottom in the area entitled "Security Classification" and indicate with attachments (e.g. SECRET with Attachments).
 Dans l'affirmative, classifiez le présent formulaire en indiquant le niveau de sécurité dans la case intitulée « Classification de sécurité » au haut et au bas du formulaire et indiquez qu'il y a des pièces jointes (p. ex. SECRET avec des pièces jointes).

ANNEX "D"

TASK AUTHORIZATION FORM

TASK AUTHORIZATION				
Contractor:		Contract Number: 24062-17-158		
Task Number:				
Amendment Number:		Date:		
1. TA Request (For completion by Technical Authority)				
Background/Objective:				
Tasks:				
Deliverables and Associated Schedule:				
Format of Deliverables:				
2. PERIOD OF SERVICES		From: _____	To: _____	
3. Work Location				
4. Other Conditions /Restraints		[] Yes [] No Specify:		
5. Travel		[] Yes [] No Specify:		
6. Basis of Payment		Limitation of Expenditure []		Ceiling Price []
		Firm Price []		
7. METHOD OF PAYMENT:				
<input type="checkbox"/> Single <input type="checkbox"/> Monthly <input type="checkbox"/> Milestones				
8. LEVEL OF SECURITY CLEARANCE REQUIRED FOR THE CONTRACTOR'S PERSONNEL				
[] Reliability Status [] Confidential [] Secret [] No Security				
9. BILINGUALISM (if applicable)				
[] English and French [] French [] English				
TA Proposal [For completion by Contractor]				
10. Estimated Cost Contract				
Category and Name of Proposed Resource	PWGSC Security File Number	Firm Per Diem Rate	Estimated # of Days	Total cost

Sub-total Professional Fees:		\$
HST:		\$
Total:		\$
TA Approval		
11. Signing Authorities		
	Signatures of Authorized Representatives	Date
Name & Title of Individual Authorized to Sign on Behalf of Contractor:		
Name & Title of Individual Authorized to Sign Pursuant to sub-section 32(1) of the <i>Financial Administration Act</i> :		
Name & Title of Contracting Authority:		
12. Invoicing		
<p>Payment to be made based on receipt of detailed invoices for services rendered, subject to full acceptance by the Project Authority. Total of payments not to exceed the grand total.</p> <p>The supplier should invoice in ¼, ½, ¾ or whole day increments. For example 1.00, 1.25, 1.50 or 1.75 days.</p> <p>Invoices must be sent electronically via email to:</p>		
Financial Coding:		

ANNEX "E"

NON-DISCLOSURE AGREEMENT

Non-Disclosure Agreement

I, _____, recognize that in the course of my work as an employee or sub-contractor of _____, I may be given access to information by or on behalf of Canada in connection with the Work, pursuant to Contract Serial No. 24062-17-158 between Her Majesty the Queen in right of Canada, represented by the Minister of the Treasury Board of Canada Secretariat and _____, including any information that is confidential or proprietary to third parties, and information conceived, developed or produced by the Contractor as part of the Work. For the purposes of this agreement, information includes but not limited to: any documents, instructions, guidelines, data, material, advice or any other information whether received orally, in printed form, recorded electronically, or otherwise and whether or not labeled as proprietary or sensitive, that is disclosed to a person or that a person becomes aware of during the performance of the Contract.

I agree that I will not reproduce copy, use, divulge, release or disclose, in whole or in part, in whatever way or form any information described above to any person other than a person employed by Canada on a need to know basis. I undertake to safeguard the same and take all necessary and appropriate measures, including those set out in any written or oral instructions issued by Canada, to prevent the disclosure of or access to such information in contravention of this agreement.

I also acknowledge that any information provided to the Contractor by or on behalf of Canada must be used solely for the purpose of the Contract and must remain the property of Canada or a third party, as the case may be.
I agree that the obligation of this agreement will survive the completion of the Contract Serial No.: 24062-17-158.

Signature

Date

